



Establishing and Maintaining a Sustainable Program Execution Organization



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SVP, Director Program Execution Office
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About SAIC

- ◆ SAIC is a FORTUNE 500® scientific, engineering and technology applications company that uses its deep domain knowledge to solve problems of vital importance to the nation and the world, in national security, energy and the environment, critical infrastructure, and health.
- ◆ The company's approximately 45,000 employees serve customers in the U.S. Department of Defense, the intelligence community, the U.S. Department of Homeland Security, other U.S. Government civil agencies and selected commercial markets.
- ◆ SAIC had annual revenues of \$10.1 billion for its fiscal year ended January 31, 2009.
- ◆ For more information, visit www.saic.com. SAIC: From Science to Solutions®
- ◆ Smart People Solving Hard Problems



Project Execution at SAIC Today

Job Definition

Competency Model
Responsibilities, Authorities, and Accountabilities Guidance
Industry Benchmark
Career Path



Training Program

Tools
Processes
Concepts



Certifications

PMI PMP
EVMS
ISO
CMMI
Tools



Mentor/Intern Program and High School Career Day

Program and High School Career Day



Infrastructure

Line Management
Staff Organization



Policies

Policy SG-25: Program Execution
Common Approach
Job Aids



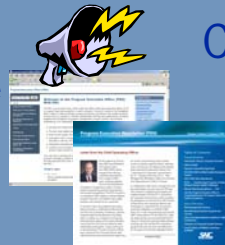
Conferences/Forums

Project Execution Annual Conference
Project Managers,
Project Controllers,
Systems Engineers and
Quality Managers Forums



Communications

Web Sites
Program Execution
Newsletter (PEN)



EVMS System Description
EVMS and EAC Procedures
Program Risk Management
Troubleshooting

Proposal
Program Start-up
Troubled and VIP



External Outreach

PMI
NDIA
CMMI/SEI
ISO



Local Universities

Reviews/Assessments

Program Risk Reviews
Assessments
Organization/Infrastructure
EVMS Processes



Community of Practice

PM Tools/User Groups
Processes
Councils
Steering Committee



Key Success Factors in Establishing a Program Execution Organization





Perform a Self Assessment

Perform a Self Assessment

- ◆ Determine what you like and what you're good at
 - Leverage your experience/expertise
- ◆ Identify what words describe you
- ◆ Determine your passion
 - What excites you
 - What do you think about/do in your idle time



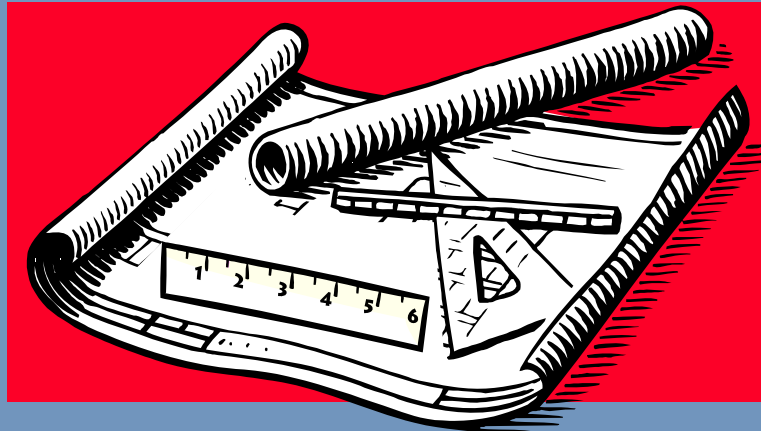
- Good communications skills
- Problem solver
- Ability to look at the big picture with meticulous attention to detail
- Team player
- Thick skinned
- Assertive, with the ability to deal with "push back"
- Proactive, positive attitude
- Service oriented, ability to sell value added
- Analytical
- Process oriented
- Ability to prosper in a dynamic environment
- Ability to understand and work with multiple disciplines
- Ability to multiplex
- Facilitator



Perform an Organizational Assessment

Perform an Organizational Assessment

- ◆ Perform a needs assessment
- ◆ Solve a high level problem
 - Identify a niche not filled
 - Determine the appropriate timing
 - Provide a creative, well-developed solution
- ◆ Analyze the Return on Investment (ROI)






Execute!

Seize the Opportunity



Articulate a Clear Vision and Roadmap

◆ Sell the package




From Science to Solutions

PEO Mission Statement

- The mission of the corporate Program Execution Organization (PEO) is to strengthen SAIC's ability to achieve flawless program execution and deliver high quality products and services to our customers. We collaborate with the line organizations, bringing together the disciplines of program management, project controls, and systems engineering in an integrated manner so as to:
 - Develop and implement effective program execution policies and procedures
 - Provide value added support to proposal and program teams
 - Improve the quality and value of program reviews
 - Strengthen SAIC's program execution workforce through talent management, education, training, and development opportunities
 - Streamline programmatic adoption and use of the most effective tools
 - Create an environment where the use of standards, disciplined processes, and process improvement is an integral part of program execution

SAIC PROPRIETARY INFORMATION



From Science to Solutions

Execution Excellence

- Execution excellence is fundamental for business success and is the goal for all programs performed by SAIC. Key management elements of achieving execution excellence include:
 - Complying with the negotiated terms and conditions of the contract
 - Achieving positive customer satisfaction
 - Satisfying the program technical requirements
 - Meeting all program-related financial objectives
 - Meeting the agreed-upon schedule
 - Complying with applicable statutory and regulatory mandates

SAIC PROPRIETARY INFORMATION

Commit an Executive Sponsor

- ◆ Identify stakeholders who will help articulate the vision
- ◆ Articulate what problem they want solved



Identify Like Minds

- ◆ Build a community of practice
- ◆ Network
- ◆ Build and identity



Program Execution Office (PEO)

Search This Site Go

Home

Organization Chart

Policies & Procedures

SC-25 Implementation Guidance

Program Reviews & Support

Workforce Development

Tools

Standards

Forums/Conferences

Functional POCs

Email Distribution Lists Sign-Up

Program Execution Newsletter

Welcome to the Program Execution Office (PEO) Web Site

The PEO was formed in early 2008 under the office of the chief operating officer (COO) to support improved execution on SAIC's projects. The PEO's mission is to strengthen SAIC's ability to achieve flawless program execution and deliver high quality products and services to customers. The PEO collaborates with the line organizations, bringing together the disciplines of program management, project controls, and systems engineering in an integrated manner so as to:

- Develop and implement effective program execution policies and procedures
- Provide value added support to proposal and program teams
- Improve the quality and value of program reviews
- Strengthen SAIC's program execution workforce through talent management, education, training, and development opportunities
- Streamline programmatic adoption and use of the most effective tools
- Create an environment where the use of standards, disciplined processes, and

Related Sites

- Earned Value Management
- EngineeringEdge
- Enterprise IDE
- International Project Management Day
- Project Controls
- Quality Center of Excellence (QCoE)
- SC-20 Program Management
- ShareManagement
- Systems Engineering
- System & Software Process
- System Library (SSPAL)

Program Execution Newsletter (PEN)

Volume 2 | Issue 1 | January 2009

Letter from the Chief Operating Officer

At the beginning of fiscal year 2009, we established the Program Execution Office (PEO), which merged three existing corporate organizations into a single, unified team, bringing together the functional disciplines of program management, project controls, systems engineering, process improvement, and quality management. The PEO's mission is to strengthen SAIC's ability to achieve flawless program execution and deliver high quality products and services to our customers.

In collaboration with senior management, key stakeholders in this past year, the PEO was instrumental in publishing and leading the implementation of Policy SG-7, Authority for Corporate Commitments, SG-25 - Program Execution, SG-27 - Risk Management, Workplace Safety and Conduct, and Organizational Conflict of Interest.

Its content and providing more intuitive access to policies, implementation materials, tools, and training. The following five policies were selected for substantial revision: SG-7 - Authority for Corporate Commitments; SG-25 - Program Execution; SG-27 - Risk Management; Workplace Safety and Conduct; and Organizational Conflict of Interest.

In collaboration with senior management, key stakeholders in this past year, the PEO was instrumental in publishing and leading the implementation of Policy SG-7, Authority for Corporate Commitments, which provides program and technical SAIC, authority to SAIC, and SAIC's role in the SC-25 program.

In the fall of 2007, we initiated a refresh initiative, called the PEO and an Analysis Engineering & Training team to update our out-limited scope piped, best practices, and enterprise-wide participation. We go forward. This team improved the Content (https://saic.sai.co)

2008 Program Execution Conference November 13, 2007

Table of Contents

Featured Articles

Teamwork Critical in Costpoint Transition

News Update

Hyperson Interactive Reporting

ISO 9001:2008 Certified Quality Management System

SAIC i-IDE Gains Momentum

PCAS - Transforming IT Systems to Meet

This web program is the left side of the PEO.

What? 4 MAR PEO Dis

Defense Solutions Group	Analysis, Simulations, SE & Training BU	CIT BU	Enterprise & Mission Solutions BU	Defense and Maritime Solutions BU	Systems & Technology Solutions BU
P.M. D.H. Alderson	P.M. B.J. Sney	D.L. James	R.P. Dube	W.H. Gulev	P.M. J. Scanlon/D. Preston
P.M. M. Tait	P.M. A. Gerace	P.M. T. McCormick	P.M. R. Weber	P.M. G. Yoellier	P.M. J. Scanlon/D. Preston
P.C. W. Tait	P.C. P. Blanton	P.C. A. Hovatt	P.C. M. McCormick	P.C. B. Allen	P.C. D. Davis
CSE: J. Pally	CSE: D. Simmons	CSE: D. Morgan	CSE: B. Smith	CSE: B. Smith	CSE: A. Parnowski
PI: S. Cobb-Flanagan	PI: A. Henderson-Carlos	PI: R. Beiden	PI: D. Roche-Kovall	PI: D. Matthews	PI: D. Preston
QM: S. Cobb-Flanagan	QM: A. Henderson-Carlos	QM: R. Beiden	QM: D. Roche-Kovall	QM: D. Matthews	QM: W. Taylor

Commercial Business Services BU	Health Solutions BU	SAIC Frederick, Inc.
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P.M. D. Wollenhaupt	P.M. T. Sacco	P.M. -
P.C. A. Sykes	P.C. A. Hansen	P.C. R. Pendleton
CSE: J. Becker	CSE: R. Kobayashi	CSE: -
PI: W. Williams IV	PI: W. Williams IV	PI: -
QM: -	QM: J. Pellegrino	QM: F. Wolfe

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P.C. J.S. Brown Jr.	P.C. R. Marum	P.C. T. Thorne	P.C. G.D. Hayward	P.C. W. Ransom
CSE: T. Savone	CSE: B. Dotson	CSE: F. Martin	CSE: J. Gottlieb	CSE: T. Anselmo
PI: T. Savone	PI: L. Gattin	PI: F. Martin	PI: D. Kouts	PI: J. Lewis
QM: F. G. Cowart	QM: J. Dipietro	QM: -	QM: T. Lewis	QM: S. Chastain

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P.C. T. Kennedy	P.C. K. Keselick	P.C. R. Lazenby	P.C. B. Hall	P.C. M. Likins	P.C. S. Dickson
CSE: A. Decker	CSE: C. Leising	CSE: M. Miller	CSE: B. Ellis	CSE: J. Gormley	CSE: S. Fine
PI: J. Demmon	PI: S. Murray	PI: G. Holcomb	PI: D. Wildman	PI: J. Demmon	PI: K. Pierce
QM: -	QM: L. Knight	QM: -	QM: B. Ellis	QM: M. Oviedo	QM: K. Pierce

2007 Project Execution Conference

Tuesday, November 13, 2007

Detailed Workshop Schedule

Room	Pavilion 21	Pavilion 22	Pavilion 23	Jr. Ballroom C	Jr. Ballroom E
10:00 - 11:30	International Business Project Control	Conference: Intersystem Considerations	SAIC Strategic Planning and Government Affairs Update	Effective Project Team Leadership	You Just Won! with an Earned Value Management System
1:15 - 2:15	How Technical Performance Measures (TPMs) Can Help a Project Succeed	Conference: Helios Update and (IM) of the Future	The Mergers & Acquisitions Process: Valuation Through Integration	Staffing: Lessons Learned from the IDC BU's	Project Risk Management: Best Practices in Practice
2:45 - 4:00	Managing Key Subcontractors: A Program Manager's Perspective	Conference: System Engineering	Building Technical Resilience: More Than Just a Buzz Word	Margin Expansion: An Overview	EVMS Process: Implementation and Compliance
4:15 - 5:30	Market Research & Strategic Pricing Study Break	Conference: SAIC's Integrative Environments for Program Management and Support	Margin Expansion: An Overview	Estimating and Bidding of Estimate (BE) Development	EVMS Tools: Year-end Reporting

Note: The asterisk (*) indicates that the workshop is offered twice.

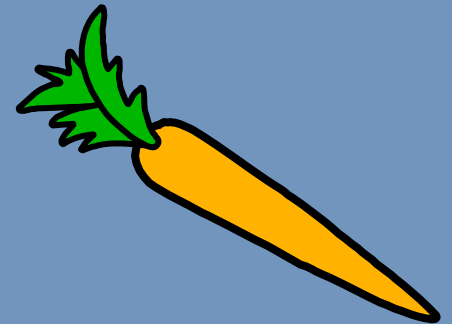
Run It as a Project

- ◆ Take a systems approach
- ◆ Build a plan with milestones and deliverables
- ◆ Design and build the entire infrastructure
 - Tools, training, processes
 - Develop/enhance “real” programs

PEO RAM		Policy & Procedures							Program Reviews					Line Support			Workforce	
		Program Execution Policy & Instructions	Project Accounting & SOX	Program Risk Management	Process Improvement	QA & Client Assessment	EVMS	BOE/Estimating	Top Program Reviews	Financial Reporting	Program Readiness & Performance Reviews	Classified Business Management	Coordinate/Participate in Program Reviews	Proposal Support	Program Support	Acquisition Support	Training	Career Development
Program Execution Lead	Kathy H.	L	L	S	D	D		S	D	D	D	D	D	L	L	L		
Program Management	Linda	D		D				D	L	D	L	L	L	⊘	⊘	⊘	D	⊘
	Rick Kathy W.	⊘		⊘				⊘	⊘		⊘		⊘	⊘	⊘	⊘	⊘	⊘
Systems Engineering	Steve	D		D				D	⊘		⊘		⊘	⊘	⊘	⊘	D	D
Process & Quality & SE	Paula	D		S	L	L		D	⊘		⊘		⊘	⊘	⊘	⊘	D	S
Project Controls	Becky	S		L			S	L	⊘	S	⊘		⊘	⊘	⊘	⊘	L	L
	Bruce	S		S					⊘	L	⊘		⊘	⊘	⊘	⊘		
	Alter's Team	⊘	⊘							⊘							⊘	⊘
EVMS	Dan	⊘		S	S		L	S	⊘		⊘		⊘	⊘	⊘	⊘	D	⊘
	Dale	⊘		S	S		D	⊘			⊘		⊘	⊘	⊘	⊘	⊘	
Technical Writer/ Web	Amelia		S															
Administration/ Support	Janice							⊘	S									
	Sherry							⊘										
	Clemons	S1,2			S3	S4				S5	S6			S7	S7	S7	S8	

Build a Program Office

- ◆ Hire the best
- ◆ Empower and incentivize your team

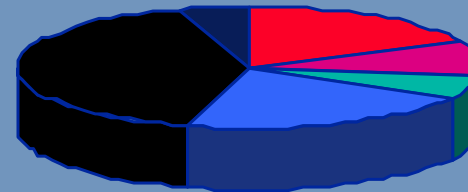
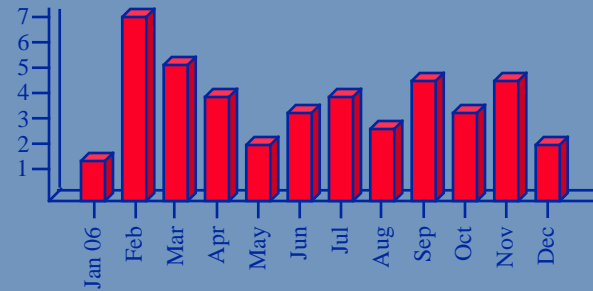
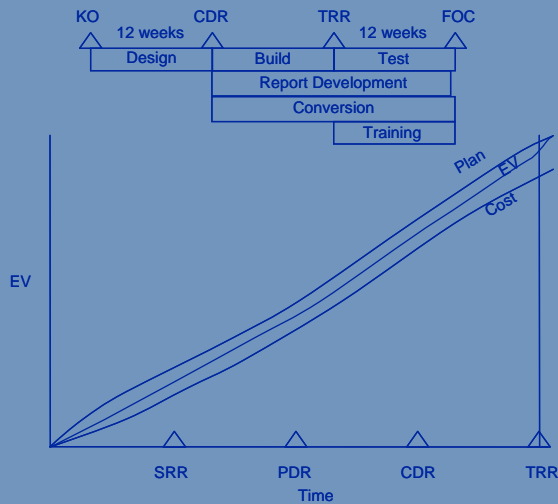


Identify High and Low Hanging Fruit

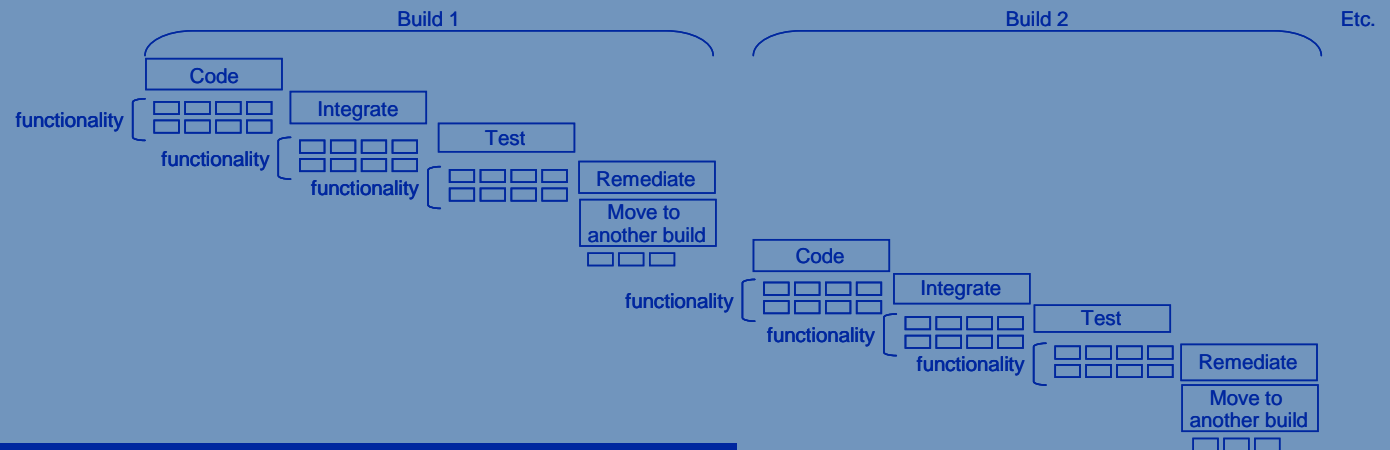
- ◆ Prove yourself on something important but obtainable



Identify Key Performance Indicators (KPIs)



- Government Reporting
- Training Programs
- General Information (PMQB, A-20 Formats, etc.)
- Tools
- Policies and Procedures
- Project Controls Applicant




Fend off Opportunists/Carpetbaggers

It's Always We—Never I



Tout Your Results and Celebrate

 **DEFENSE CONTRACT MANAGEMENT AGENCY**
NAVAL SEA SYSTEMS OPERATIONS
 DCMA SAN DIEGO
 7675 DAGGET STREET, SUITE 200
 SAN DIEGO, CA 92111-2241

IN REPLY REFER TO: DCMAN- NSSD AQ February 6, 2009

SAIC ASSET (Analysis, Simulation, System Engineering and Training) Business Unit
 ATTN: Ms. Kathleen Hedges, Senior VP and Corporate Director of Program Execution
 10260 Campus Point Drive
 San Diego, CA 92121-1578

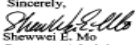
Dear Ms. Hedges:


The Contract Management Office (CMO), in conjunction with the Earned Value Management Center (EVMC), has developed an End of Year Earned Value Management System (EVMS) Status for your company. Your company's (the Analysis, Simulation, System Engineering and Training Business Unit) current status for End of Year 2008 is rated as **COMPLIANT (C)**.

- COMPLIANT (C)** status means that all 32 American National Standards Institute/Electronics Industry Alliance (ANSI/EIA-748) EVMS Guidelines reviewed in 2008 per the DCMA Standard Surveillance Operating Procedure. Compliance is defined as having no CARs or few open CARs, issued in nature, and do not affect the accuracy of the data.
- Note the annual compliance rating is limited to the on-going monthly System Surveillance only. This annual status neither eliminates the is considered a replacement for achieving a Validated/Compliant System EVM Center process.

If you require further information regarding this recommendation, please call (858) 495-7419 by phone, (858) 495-7626 by fax, or e-mail at Shewwei.E.Mo@dcma.mil.

Thank you for your continued support to the System Surveillance program forward to working with you over the upcoming year.

Sincerely,

 Shewwei E. Mo
 Corporate Administrative Contracting Officer

 **DEFENSE CONTRACT MANAGEMENT AGENCY**
NAVAL SEA SYSTEMS OPERATIONS
 DCMA SAN DIEGO
 7675 DAGGET STREET, SUITE 200
 SAN DIEGO, CA 92111-2241

IN REPLY REFER TO: DCMAN-AQ November 17, 2008

Kathleen Hedges
 Senior Vice President, Corporate Director of Program Execution
 Science Applications International Corporation
 10260 Campus Point Drive
 San Diego, CA 92121-1578

SUBJECT: EVMS Letter of Acceptance

Reference: 1. SAIC EVMS Orlando Validation Review Report Dated 1/23/08
 2. DCMA EVM Center Recommendation Dated 5/21/08
 3. DCMA EVM Center Email Dated 8/7/08


Dear Ms. Hedges:

It is a pleasure to inform you that Science Applications International Corporation (SAIC) has successfully demonstrated that the SAIC's Earned Value Management System complies with the Earned Value Management System (EVMS) ANSIEIA Standard 748-98 EVMS Guidelines.

Presentation of this Letter of Acceptance is based on the Validation Review performed January 15-17, 2008 on System Engineering Integration Contract, under contract FA8720-05-C-0005 with the HQ 951st Electronic Systems Group (ELSG) Mission Planning SPO. Your team is to be commended for their dedication and professionalism in the process of attaining this acceptance. The compliance evaluation on systems and subsystems which have been accepted as indicated above, together with approved changes thereto, will apply to future contracts, which require compliance with ANSIEIA Standard 748-98 EVMS Guidelines, entered into between SAIC and the Government.

DCMA and the HQ 951st ELSG Mission Planning SPO expect SAIC to maintain the Earned Value Management System as an integrated management system through an internal surveillance program. Recognizing that management systems must be dynamic to meet changing business needs and to improve effectiveness, we encourage continuous improvement as long as compliance with the Earned Value Management System is maintained. Proposed changes should be submitted to the DCMA Corporate Administrative Contracting Officer. Additionally, this Letter of Acceptance is subject to termination by either party.

The Defense Contract Management Agency congratulates Science Applications International Corporation on your acceptance. You have achieved a very significant milestone by demonstrating a performance measurement system that provides valid data and is effective in managing contract performance.

Sincerely,

 Shewwei E. Mo
 Corporate Administrative Contracting Officer

Hedge, Corporate Director of EVMS
 Colonel Gary McLeod, Commander of the 951st ELSG
 William, Mission Branch Manager
 James, EVMS Technical Specialist
 Senior, Paula Muller, EVM Center Accredited Systems Product Lead
 go - William Johnson, ACO
 go - Francesca Whitney, Lead Program Integrator for MPRC/MFC
 go - Jane Morales, Program Integrator for SEB
 go - Richard Park, Support Program Integrator for BEC
 Robert W.

Project Controls SAIC's Dan Butler Elected Vice Chair of National Defense Organization Subcommittees

SAIC's Dan Butler Elected Vice Chair of National Defense Organization Subcommittees

Butler's election provides SAIC timely strategic opportunity to influence federal program management policy

9 Jan 2007

Dan Butler, SAIC's corporate director of Earned Value Management System (EVMS), will provide SAIC with an opportunity to participate in shaping the future requirements, initiatives, policy, and educational programs set by the U.S. federal government for program management and EVMS as the newly elected vice chair of a key national defense organization subcommittee.

Butler will serve on the National Defense Industrial Association (NDIA) Program Management Systems Committee (PMSC) as vice chair. The NDIA PMSC provides the primary input to the Office of Management and Budget (OMB) on program management and EVMS policies.

Butler has been an NDIA PMSC member for three years and has served on its Executive Steering Committee for one year. In his new position, Butler aims to advance the stature of SAIC in industry and government communities in the field of program management, in general, and specifically in Earned Value Management (EVM).



DCMA
 Defense Contract Management Agency

Common Issues

	Guideline																																
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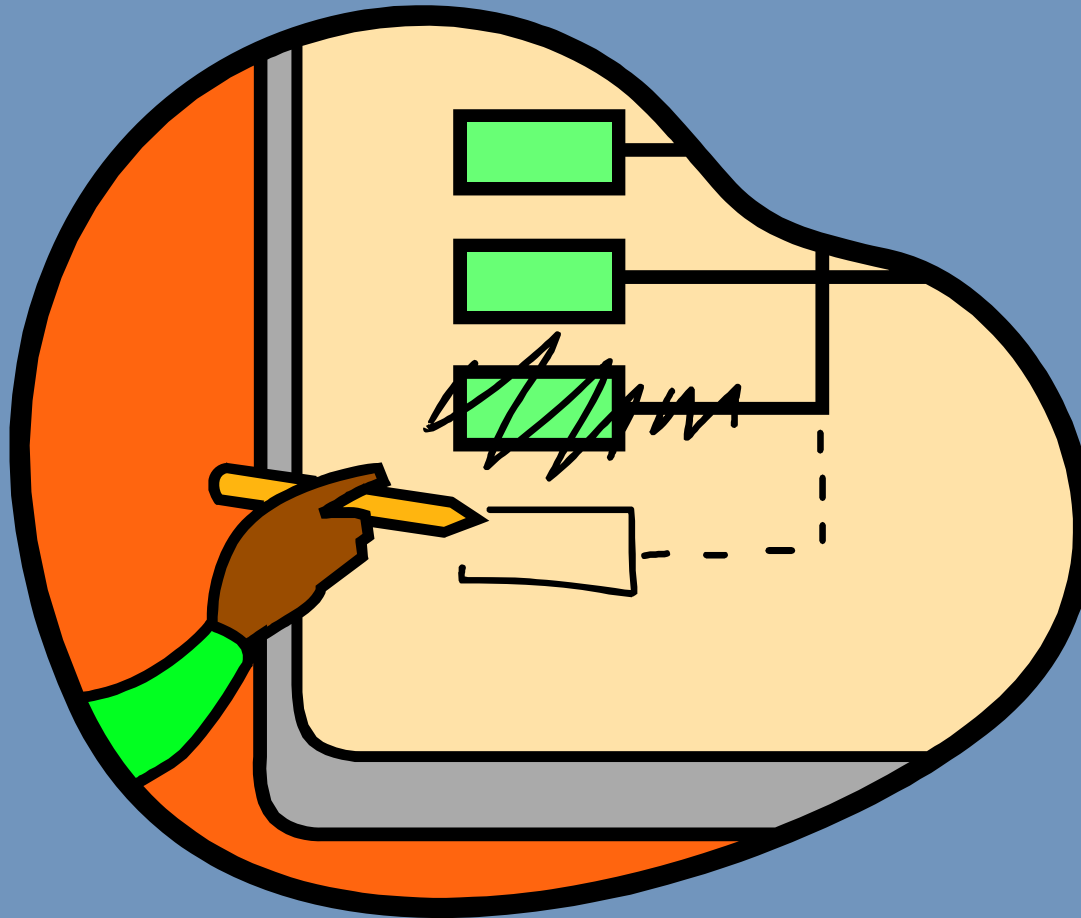
Observations



Making a Change Involves Risk



Often Requires Business Process Reengineering



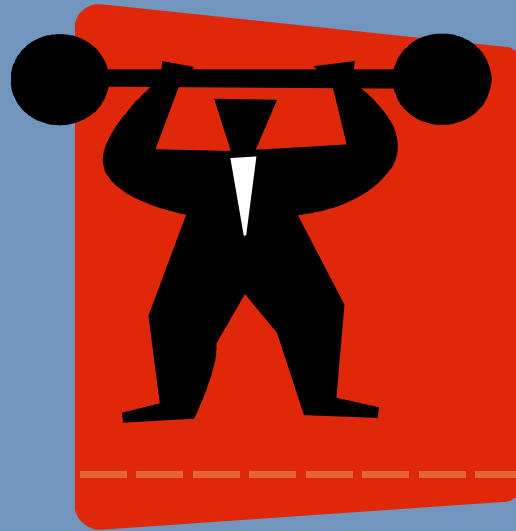
Prepare To Deal with Push Back



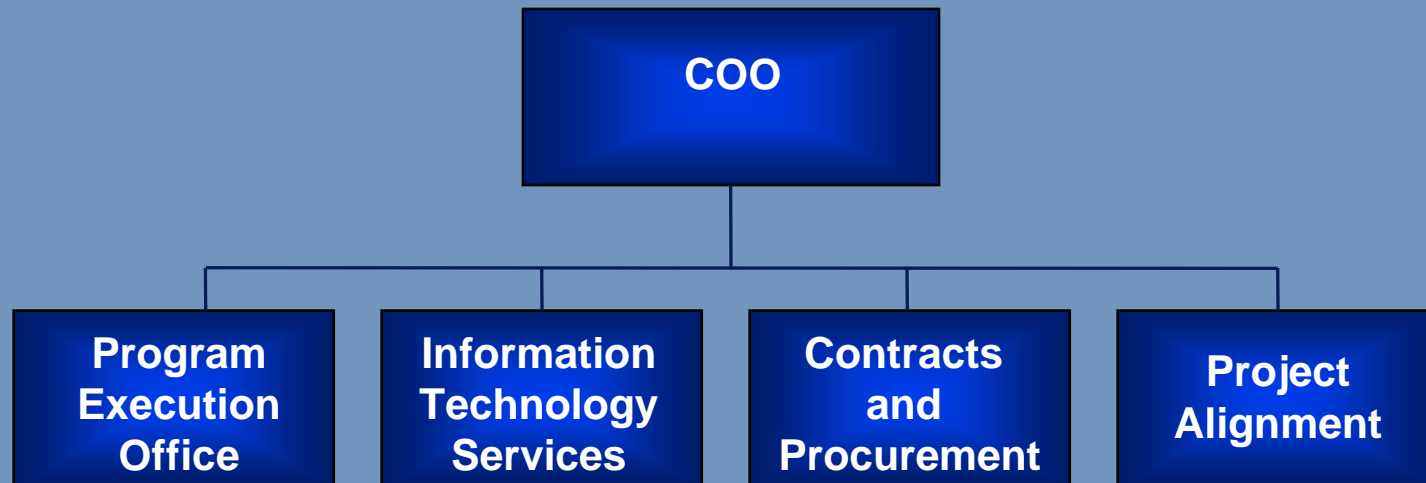
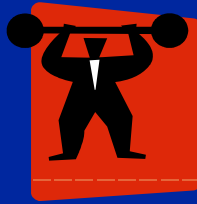
You Won't Always Be Loved



What Has Made the Organization Sustainable



Ensure the Proper Placement of Position within the Corporate Wiring Diagram



Obtain Management Buy-in and Active Support



Requires Up-front Commitment and Investment



Commitment



Take Advantage of Trends in Industry

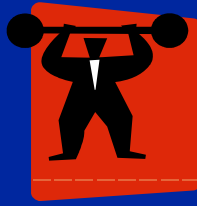


- ◆ New tools and processes (eliminate stovepipes)
- ◆ Capability Maturity Model Integration (CMMI)
- ◆ Sarbanes-Oxley (SOx)
- ◆ Performance Based Contracting
- ◆ Earned Value Management Systems (EVMS)

Smaller fish in a big pond.



Take Advantage of Company Challenges



- ◆ Risk reviews
- ◆ Major acquisitions/divestitures
- ◆ Project Alignment
- ◆ Policy Refresh



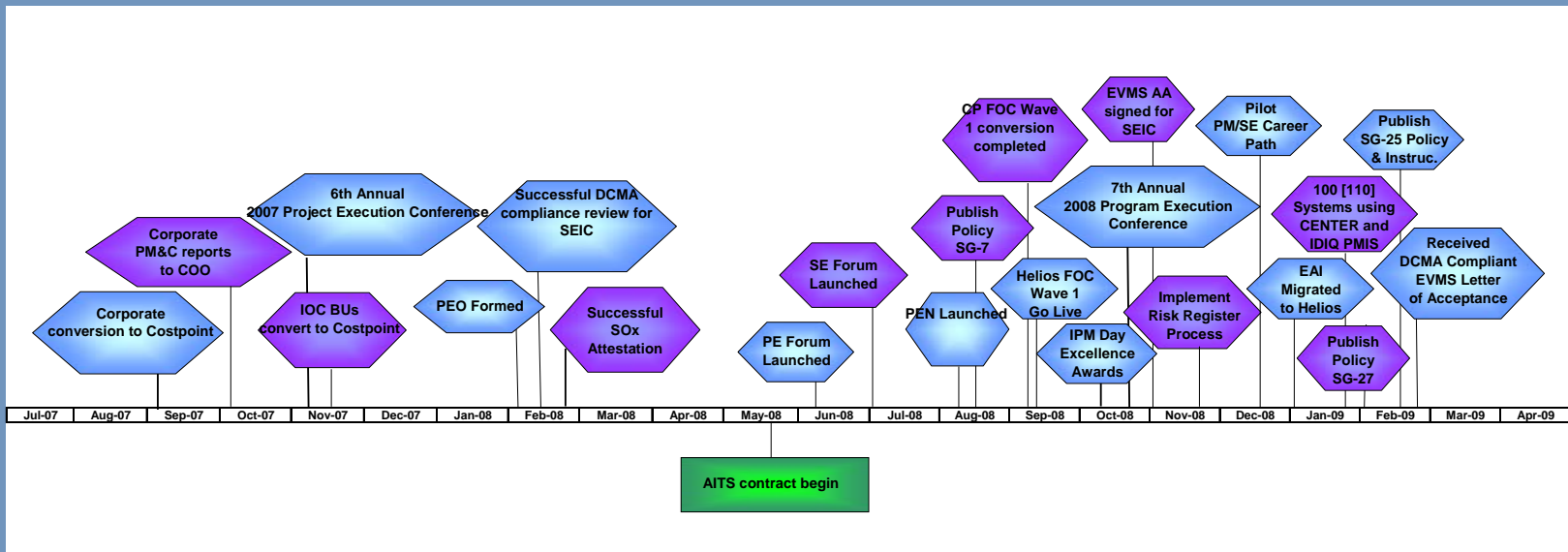
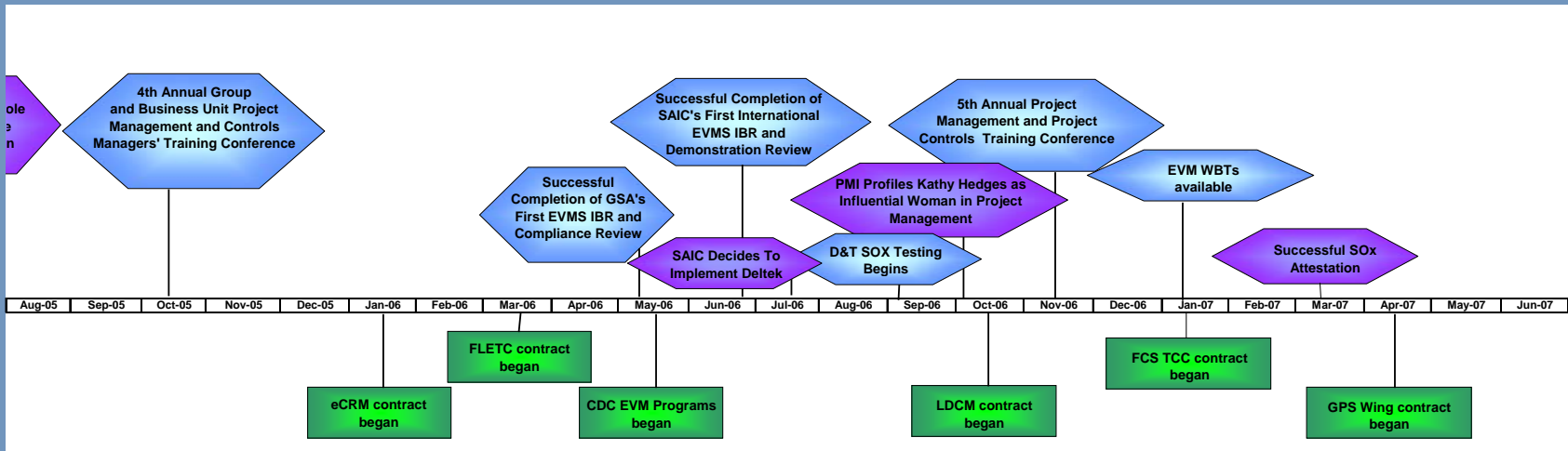
Take Advantage of High Visibility Opportunities



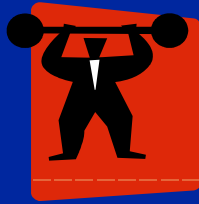
- ◆ Republican National Convention (RNC)
- ◆ Super Bowl
- ◆ San Diego Millennium Celebration



Process Is Evolving and Takes Time To Implement



Always Have a Vision for What Is Next



- ◆ Know the path forward




Where We Are Going Next



Where We Are Going Next




- ◆ Grow the company
- ◆ New ERP system
- ◆ Solve bigger problems
- ◆ External recognition

 PEO Mission Statement

- The mission of the corporate Program Execution Organization (PEO) is to strengthen SAIC's ability to achieve flawless program execution and deliver high quality products and services to our customers. We collaborate with the line organizations, bringing together the disciplines of program management, project controls, and systems engineering in an integrated manner so as to:
 - Develop and implement effective program execution policies and procedures
 - Provide value added support to proposal and program teams
 - Improve the quality and value of program reviews
 - Strengthen SAIC's program execution workforce through talent management, education, training, and development opportunities
 - Streamline programmatic adoption and use of the most effective tools
 - Create an environment where the use of standards, disciplined processes, and process improvement is an integral part of program execution

SAIC PROPRIETARY INFORMATION

 Execution Excellence

- Execution excellence is fundamental for business success and is the goal for all programs performed by SAIC. Key management elements of achieving execution excellence include:
 - Complying with the negotiated terms and conditions of the contract
 - Achieving positive customer satisfaction
 - Satisfying the program technical requirements
 - Meeting all program-related financial objectives
 - Meeting the agreed-upon schedule
 - Complying with applicable statutory and regulatory mandates

SAIC PROPRIETARY INFORMATION